



New Army Chief's message to the workforce

By Gen. George Casey, Jr.
Chief of Staff

I am extremely proud to be taking charge of an organization that is rightly regarded as the best in the world. I have watched the men and women of our Army in action for the past several years in the most demanding combat environment. I am proud of the courage, competence, and commitment of our Soldiers and civilians both to the ideals that made this country great and to making a difference in our world. You epitomize what is best about America. You and your families carry a heavy burden in today's war, with a hard road ahead. Your willingness to sacrifice to build a better future for others and to preserve our way of life is a great strength of our Nation. In every generation, when faced with difficult challenges, Americans have risen to the occasion. Today, such heroes fill the Army's ranks. It is your efforts that will make victory possible.

We are locked in a war against a global extremist network that is fixed on defeating the United States and destroying our way of life. This foe will not go away nor will they give up easily, and the next decade will likely be one of persistent conflict. We are engaged in a long war.

At stake are the power of our values and our civilization, exemplified by the promise of America, to confront and defeat the menace of extremist terrorists. At stake is whether the authority of those who treasure the rights of free individuals will stand firm against the ruthless and pitiless men who wantonly slay the defenseless. At stake whether the future will be framed by the individual freedoms we hold so dear or dominated by a demented form of extremism. At stake is whether



we will continue to expand freedom, opportunity, and decency for those who thirst for it, or let fall the darkness of extremism and terror.

We have been at war for over five years, fighting for our freedom, our security, and our future as a Nation. We have made hard sacrifices. There will be more. Faced with such a long and difficult struggle, it is useful to remind ourselves that the Army exists to field forces for victory. We are in

this war to win. We have fought this way since 1775. We always will.

As Soldiers, we will lead the Nation to victory over this enemy. Our combat veterans know well the meaning of "Army Strong". They have been "baptized in fire and blood, and they have come out as steel." That steel endures. Our Warrior Ethos has it right:

- I will always place the mission first.
- I will never quit.
- I will never accept defeat.
- I will never leave a fallen comrade.

Seldom in our history have Soldiers faced greater challenges. We serve at a time when the stakes for our Nation and our way of life are high, and the demands on our force significant. We will continue to reflect the very best of our Nation by defeating the enemies of freedom and the proponents of terror, by defending our homeland, and by assisting our Nation to build a better future for coming generations.

I could not be more proud to be a Soldier today and to stand shoulder to shoulder with you and your families during this time of great danger and uncertainty. Together we are, and always will be, ARMY STRONG.

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From the Commanding General's Desk

The time has come for me to bid farewell to the Joint Munitions and Lethality Life Cycle Management team. This assignment is one I feel especially privileged for having served in. Taking charge of a command is always an honor, but I was extremely proud to be tapped to lead this newly formed command that is so important in supporting our warfighters' efforts.

I've said before and still believe the JM&L LCMC team is the best. I cannot imagine providing a Soldier with a product that has less than a 100-percent guaranteed efficiency rate. Our courageous men and women have volunteered to fight for freedom and defend the American way of life and those who cannot defend themselves against extremist who would have us live in terror.

They have agreed to take on missions that keep them away from their loved ones for great lengths of time in order to build a better future for us all.

These warfighters depend on us to provide them with the very best



Maj. Gen. Paul S. Izzo

products available - ones that will keep them safe while helping them to successfully complete their missions - and you have consistently succeeded in providing that.

I have been constantly amazed that when faced with new challenges, our JM&L LCMC team consistently rises to the occasion and perseveres in ensuring we do not fail our mission of supporting our warfighters in their efforts to be victorious in the war on terror. It was by bringing the Ammunition

Enterprise organizations under one umbrella that we have become better able to deliver a product for the warfighter to the right place, at the right time and for the right cost, which is a major objective of forming life cycle management commands. A life cycle management command strengthens existing partnerships, which ultimately results in saving more lives.

As much as I would like to stay on with the JM&L LCMC, like all Soldiers, I go where my leadership needs me most. Right now, that means I am needed as the deputy for acquisition and systems management for the Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology) in Washington, D.C. However, that duty to my nation does not mean I will miss the JM&L LCMC team any less. The LCMC team and each and every member will always hold a special place in my heart.

HOOAH! and farewell.

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Lean Six Sigma streamlines Ammo Peculiar Equipment delivery

By Maggie Browne
JMC Public Affairs Office

The Joint Munitions Command has recently completed a Lean Six Sigma project designed to streamline the delivery of Ammunition Peculiar Equipment (APE).

The goal of the project was to reduce the process cycle time for the material release orders, which had experienced high average cycle times, and to save money in the process. The scope of the project was limited to those APE-related MROs that are sent from Tooele Army Depot to customers worldwide.

The finished project was a great success because the goals were met

with ease. The process time for MROs was cut by 30 percent, which represents a reduction from 68 to 48 days. The project also realized a cost savings of over \$92,000.

The nine-member team that assembled to carry out this project consisted of personnel from both HQ, JMC and Tooele.

Changes that were implemented included use of integrated applications and drop-down boxes in the programs used to process MROs for APE. Previously, many mistakes were made in processing MROs. Some of these mistakes included typographical errors and not ordering the correct item.

The integrated applications consisted of combining several

separate applications into one integrated web based application. The drop-down boxes provided convenience and ease of use as they accomplished the reduction of typographical errors, the ability to edit the choices in the boxes, and the ability to narrow down choices based upon the previous pick. The information needed to complete the MROs is preprogrammed into the system.

Not only was the MRO process streamlined, but the project yielded other long-term improvements. The development of a Standard Operating Procedure, a training plan and process controls resulted from this project. Further, the project has been shown to be easily replicated.



A piece of Ammunition Peculiar Equipment on its way to Fort Hood, Texas.

U.S. Army photo provided by Tooele Army Depot Public Affairs Office

Leadership changes for medium cal ammo

By Jack Crowley
Picatinny Arsenal

PICATINNY, NJ. - The project manager for Maneuver Ammunition Systems hosted a change of management for the office of the Product Manager for Medium Cannon Caliber March 29.

During the ceremony, Ken Insko, after 20 months as the first PM MCC, turned over management to Lt. Col. Chris Seacord.

Originally scheduled for March 27, plans were changed when the Maneuver Ammunition Systems office learned of the death of a key senior engineer, Leo D'Ulisse. The event was delayed as the PM MCC and PM MAS staffs did their part in assisting the D'Ulisse family and helping them to prepare for memorial services in Ridgefield Park.

Throughout the change-of-management ceremony, Insko noted that team MCC, on behalf of the Army Executive Agent for Ammunition, supports cannon caliber munitions for all services: the Army's Bradley Fighting Vehicle, Apache Helicopter and Land Based Phalanx systems, as well as Future Combat System ammunition development; Navy and Marine Corps land, aviation and shipboard weapons systems; and several Air Force airborne weapons systems. He will continue to support team MCC as the deputy product manager.

"It's all about forming and deepening partnerships," Insko said, ensuring that the product management office and its Armament Research, Development and Engineering Center, Joint Munitions Command, Army and Joint Service customers, and industry partners all work together to do the smart things needed to keep the stockpiles where the services need them to be."

Insko also said that Mr. D'Ulisse, working closely with his ARDEC engineer and aviation partners, had been deeply engaged in supporting investigations and analyses needed to improve the munitions being fielded to our warfighters.

Seacord's office manages a budget of \$302 million, supporting more than 20 individual cannon caliber items used presently by the services and being developed in support of the Future Combat Systems.

A Florida native, Seacord graduated from the University of Florida with a Bachelor of Science degree in computer and information systems engineering and was a



U.S. Army photo by Erin Usawicz

Lt. Col. Chris Seacord (left) and Ken Insko pose after the ceremony in which Insko relinquished management of Medium Cannon Caliber Ammunition to Seacord.

distinguished military Reserve Officer's Training Corps graduate.

In 2000 he received his Master of Science degree in Information Systems Management from Marymount University.

For the first nine years of his career he served as an engineer officer in numerous combat and bridging positions in both the United States and Germany, and as a trainer of officers and enlisted personnel.

His last operational assignment was as a battle lab concept officer for the Engineer Directorate of Combat Developments. In 1996 he was selected for the Army Acquisition Corps, first assigned to the Communications and Electronics Command Acquisition Center in Washington, then to the CECOM Material Developer Cell at Fort Hood, Texas, as an operations officer.

Subsequent assignments have taken Seacord to the Defense Contract Management Agency in Milwaukee working with the office of the product manager for heavy tactical vehicles and office of the product manager for medium tactical vehicle replacement programs and to duty as the senior technical integration manager at the Army Research Office in Durham, N.C.

QASAS interns experience Oklahoma culture

By Jaime Thompson
Defense Ammunition Center

MCALISTER, OK--On April 2, the U.S. Army Defense Ammunition Center welcomed 45 new Quality Assurance Specialist (Ammunition Surveillance) interns to the McAlester community. The new interns are part of the QASAS Career Program (CP-20), which is a two-year training program that requires interns to complete one-year of intensive classroom training at DAC and then proceed to one-year "on-the-job" training at assigned locations.

Since many of the interns hail from across the United States, their knowledge about the state of Oklahoma is very limited. In an effort to help interns adjust to Oklahoma culture, the DAC training directorate arranged a field trip to Oklahoma State University in Tulsa. As part of the field trip, participating interns received an introductory briefing from Upton Shimp, DAC education services division chief, as well as instructional briefings from OSU professors concerning the QASAS Intern Mentoring Program, which is currently being jointly developed by DAC and OSU instructors. Jack Timmons, QASAS intern, said "I believe that the mentoring program, once established, will be a

great addition to the future of the QASAS program, especially for those with no prior ammo experience."

The highlight of the day for many of the interns included a special tour of the Greenwood Cultural Center, located on the OSU-Tulsa campus. The center was expanded in 1995 and showcases numerous exhibits displaying black history and culture in Oklahoma. The center is surrounded by the Greenwood Historic District, known as "The Black Wall Street of America" from the early 1920s. In May 1921, the Greenwood District was the location of Oklahoma's worst race riot in history. The Greenwood District rebuilt many of the businesses by the end of 1922.

The Greenwood Cultural Center is also home to the Goodwin-Chappelle Gallery and the Oklahoma Jazz Hall of Fame, which was created to educate the public about significant contributions of Oklahoma's jazz musicians. Matt Torkelson, QASAS intern, said "It was very informative that Oklahoma is proud of its heritage and past and embraces the future with open arms." To complete the educational trip, the Tulsa Area Chamber Director visited with the interns and provided useful information concerning Tulsa and surrounding areas.

Michelle Brown, Program Coordinator with the Greenwood Cultural Center explains the significance of the historic photo display to interested QASAS interns.
(U.S. Army photo by Jaime Thompson)



Iowa AAP participates in mass casualty exercise

By Leon Baxter

Iowa Army Ammunition Plant

MIDDLETOWN, IA--The Iowa Army Ammunition Plant participated in a mass casualty exercise, triggered by a 911 call at about 9 a.m. March 31. This exercise tested mutual aid agreements, disaster response procedures, and joint emergency coordination efforts of area public safety agencies.

Passing traffic slowed in concern while rolling past the flashing ambulance and fire truck lights at the intersection of Iowa 79 and U.S. 34 in front of the plant's administration area.

The scenario was simple: a bus collided with a van, resulting in 12 injured passengers. Once the call went out, the Danville Iowa Fire Department was the first to respond to the emergency from an exercise staging area.

"In a real incident, law enforcement would have been there first," the Des Moines County emergency management coordinator said. "There are certain artificial factors in an exercise like this."

The fire department evaluated the situation and determined they needed additional emergency support and mutual aid assistance from surrounding first responders. After mutual aid was called in, an incident command system and triage center was established. It was soon discovered

that a radiological isotope, contained in medical waste, had been released, and the Des Moines County and Iowa AAP hazardous materials teams began to arrive.

Clad in white protective suits, orange gloves and boots, the teams quickly quarantined the area around the van. Meanwhile, ambulance and fire services from the plant, Burlington, West Burlington, Superior, and Great River Medical Health Care arrived to treat the injured. Decked out in fake blood and exposed rubber intestines, Boy Scouts, Girl Scouts and other volunteers staggered around the bus clutching their painted injuries.

Those who couldn't walk were gently strapped to gurneys after the hazmat teams inspected both the patients and the emergency medical technicians for radiation. While the EMTs had their backs turned, evaluators snuck orange lantern mantles under the gurney pillows. This gave a slight gamma radiation reading that could be detected. In the end, participants agreed it was a great learning experience that identified areas that require practice.

"We need to work on some smaller issues before larger drills such as this, like having the Iowa AAP hazmat team working with the Des Moines County hazmat team," the emergency coordinator said.



HAZMAT team treats a casualty as a part of the mass casualty exercise.
(U.S. Army photo by Robert Haines)

Bluebird nesting boxes at Picatinny

U.S. Army photos by Karl Weiss
Picatinny Arsenal

Picatinny Arsenal is home to many forms of wildlife. This includes birds of many kinds. In 1995, the natural resource manager at Picatinny, Jonathan Van De Venter, developed a bluebird nesting-box trail to protect the population of Eastern bluebirds from more aggressive birds. Today that trail has 27 nesting-boxes.



Bluebird eggs in a nesting-box.

Hatchlings
from the
eggs
awaiting a
meal.



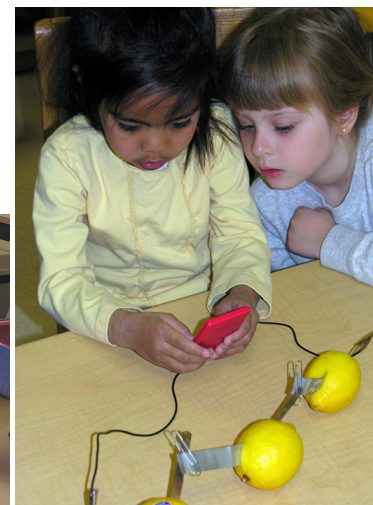
Picatinny CDC explores the power of lemons

U.S. Army photos by Tonya K. Townsell
Picatinny Arsenal

Children at the Picatinny Arsenal Child Development Center learned about the power that lemons generate, courtesy of the Army Research, Development and Engineering Center's quality engineers.

Engineers from the ARDEC's Quality Engineering and System Assurance Directorate here demonstrate how lemons can provide power to calculators.

Two very interested participants confirm the test results.



Picatinny employees honored with DSPO award

Picatinny Arsenal Public Affairs Office

PICATINNY ARSENAL, N.J. - Two Picatinny employees were part of a team recognized by the Defense Standardization Program Office for last year's outstanding contributions to the Department of Defense at a ceremony held earlier this month in Arlington, Va.

Ralph Favale and James Rutkowski are two members of the Armament Research, Development and Engineering Center team who were recognized with an annual team achievement award.

The 155 mm Howitzer and Ammunition Interoperability Program Team was recognized for leading the effort to update the Joint Ballistics Memorandum of Understanding, the international standard for development of 155 mm howitzers and ammunition.

Other ARDEC team members who work at other locations include Russell Fiscella, James Bendick and Douglas Brown.

Since 1987, the DSPO has recognized individuals and organizations that have implemented significant improvements in quality, reliability, readiness, cost reduction and interoperability through standardization.

The mission of the Defense Standardization Program is to identify, influence, develop, manage and provide access to standardization processes, products and services for warfighters, as well as the acquisition and logistics communities.

In addition, the program promotes interoperability and assists in reducing total ownership cost and in sustaining readiness. Two individuals and three other teams received similar awards from the Defense Standardization Program Office. Individual award recipients included James Colson, general engineer, U.S. Army Materiel Command, Logistics Support Activity, Redstone Arsenal, Ala.

Colson led the effort to gain agreement on and finalize a government electronics and information association standard, GEIA 927, melding the data concepts of diverse functional areas into one related entity.

Also honored was B. Jon Klauenberg, a senior research physiologist for the Air Force Materiel Command. Klauenberg initiated and successfully gained Defense



U.S. Army photo by Erin Usawicz

James Rutkowski (left) and Ralph Favale hold their team's Defense Standardization Program Office's Outstanding Performance Award.

Standardization Program approval for establishing a new standardization area, radiofrequency exposure to personnel safety.

The U.S. Army Communications-Electronics Research, Development and Engineering Center, I2WD Common Army Air Defense interrogator team developed a state-of-the-art system to differentiate between friendly and enemy aerial platforms.

U.S. Navy, Naval Sea Systems Command, Testing, Measurement, and Diagnostic Equipment Program team launched an initiative to standardize and modernize the inventory of general-purpose electronic test equipment.

U.S. Air Force, Air Force Materiel Command, Aeronautical Systems Center and Air Armament Center, Universal Armament Interface team, worked to standardize the data interface between aircraft and weapons to enable the rapid deployment of precision-guided munitions.

Additional information on the Defense Standardization Program is available at the DSP website at <http://www.dsp.dla.mil>.

NSPS impacts JM&L LCMC

By Gale Smith
JMC Public Affairs

More than 1,100 Joint Munitions & Lethality Life Cycle Management Command managers, supervisors and employees not covered by a union have converted to National Security Personnel System, the new flexible human resources management system that is outcome focused and mission-aligned, tying individual job objectives and results with those of the command, the Army Materiel Command and the Department of the Army.

Armament Research Development and Engineering Center and the Program Executive Office-Ammunition personnel converted in February, while Joint Munitions Command employees changed in April.

The employees who converted did not lose any money. NSPS provided those with upcoming Within Grade Increases (step) a prorated increase.

The rating cycle for these employees will end October 31. Currently individuals are developing their new pay for performance objectives that are aligned to their organization's mission and goals. This will ensure that employees know how what they do fits into the larger picture of command mission accomplishment.

Brig. Gen. James E. Rogers, JMC commanding general, said a May 19 memorandum on NSPS pay pools

that "I am encouraging the managers in each pay pool to develop 'common' objectives for employees in the pool that perform similar duties. Reducing the number of one-of-a-kind objectives and maximizing common objectives where possible will eliminate another variable that the pay pool panel and manager will have to reconcile during their deliberation."

The graphic below illustrates the various pay pools and their managers throughout the JMC. Brig. Gen. Rogers decided on these pay pools based upon input from JMC supervisors and office chiefs. He stated in the May 19 memorandum: "I believe this option will provide viable size pay pools and allow the pay for performance decision to remain at a level closest to employees." The next step for JMC will be a mock pay pool in July.

In addition to performance management and compensation, NSPS implementation is moving forward in the areas of classification, staffing and workforce shaping, while preserving employee protections and benefits.

Due to a current lawsuit, DoD is not implementing the labor relations, adverse actions and appeals systems at this time. Although the lawsuit does not prevent DoD from converting bargaining unit employees to the new system, the department elected not to convert them until the litigation is resolved.

JMC Pay Pools



Turner named commander's rep at Scranton AAP

By Scranton Army Ammunition Plant Staff

SCRANTON, PENN.-- Brownell (Pete) Turner has been named commander's representative at Scranton Army Ammunition Plant, Penn.

His previous assignment was as commander's representative at Riverbank Army Ammunition Plant, Riverbank, Calif. There, he managed and directed installation activity operations, was the contracting officer's representative for the administration of assigned contracts with the facility-use

contractor, and was also environmental program manager. Turner's career has also included positions at the Bureau of Land Management and the Department of the Air Force.

"I'm honored to be part of this team. I look forward to developing a positive working relationship at Scranton AAP, and with the General Dynamics staff," said Turner. "This assignment affords me the opportunity to learn more about the great efforts and successful installation accomplishments that are recognized throughout the command."

"As a new member of this dynamic team, my goal is to become more familiar with this installation's activities, and actively provide a total teaming concept contribution," he said.

Turner replaced Karl Urban, who has served as commander's representative at SCAAP since Aug. 2002. He has since retired from government service.

Other new Commander's Representatives include Ed Brickey at Holston Army Ammunition Plant; William Wendt at Riverbank AAP; and Terry Stevenson at Mississippi AAP.

Picatinny program director tours Iowa AAP

By Leon Baxter Iowa Army Ammunition Plant

MIDDLETOWN, IOWA --

Col. Andre C. Kirnes, program director, project management joint systems, Picatinny Arsenal, was given a tour of the Iowa Army Ammunition Plant by Lt. Col. Jack Judy and the American Ordnance staff on March 21.

Col. Kirnes was accompanied by Steve Rosenberg, division chief, joint services industrial base and Jim Lewis, ARDEC project engineer, both of Picatinny.

Kirnes reviewed the 120 mm tank production facilities and the Flexline in its final stages of installation. The Flexline, when completed, will provide the Army the capability to load insensitive munitions for 60 mm, 81 mm, 120 mm mortars and 105 mm/155 mm projectiles in a controlled

environment. The Flexline will use the conventional melt cast process as well as the newly developed cast cure process.

Kirnes also reviewed the facilities where the BRAC item (detonators) will be produced.

As a result of the tour, Kirnes indicated he had a better understanding of how a load, assemble and pack facility, such as IAAAP, operates.

Col. Andre Kirnes is taken on a tour of the Iowa AAP. Here he is shown a demonstration of the new Flexline system.

(U.S. Army photo by Leon Baxter)



Army Earth Day 2007 Message

By Pete Geren
Acting Secretary of the Army

Today our Army continues to wage the long struggle against global terrorism while simultaneously transforming ourselves to meet the challenges of tomorrow. To achieve success we must acknowledge the conditions that place greater stress on the world's interconnected human, economic, and natural systems. Most importantly, we must respond accordingly – we must act today to preserve our future. On this Earth Day we remind ourselves that, while we remain Army Strong to ensure the defense of this great Nation, we must also remain good stewards of our environment to preserve it for future generations.

Ours is a strong, sustainable Army with the vision to address uncertainties at home and on the battlefield, to coexist with local communities, and to enhance the environment that sustains their well being. Sustainable practices such as water conservation, greater fuel efficiency, and use of renewable energy allows our Army to travel farther, deploy longer, and reduce dependence on traditional supply lines and reduce our

impact on natural resources. Sustainability further enhances our business transformation by eliminating waste, driving innovation, and promoting collaboration across the entire Army.

Ours is a strong, sustainable Army that shares its strength with others. As we realign the infrastructure of our installations, depots, and arsenals, we will seek opportunities to work with our neighbors to sustain access to shared resources, and create the kinds of communities that promote well being for the entire Army family.

On this Earth Day, we as an Army reaffirm our commitment to sustainability. The Army – every Soldier, every civilian, every contractor, and every family member – must make the personal commitment to do everything possible to ensure a strong, sustainable Army. It is vital that we continue to implement innovative policies and practices that will protect our natural resources for future generations.

Army Strong – Today and Tomorrow!

